



SafeForce 21



Protection for the
Force Projection Army
of the 21st Century



the **Vision** **OF** **SafeForce21**

is for the
Army Safety Program

to be the
**model for maximizing
Mission Effectiveness**

of
**Systems, Organizations,
and Operations**

through
**Accident Prevention during
Peacetime and Wartime**

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Foreword

America's Army is constantly challenged as we approach the 21st century. How the Army meets these challenges and protects our most valuable resource, soldiers, will determine this Nation's future. The Army's vision—America's Army, Trained and Ready—Serving the Nation at Home and Abroad—A Strategic Force Capable of Decisive Victory—Into the 21st Century—remains our foundation.

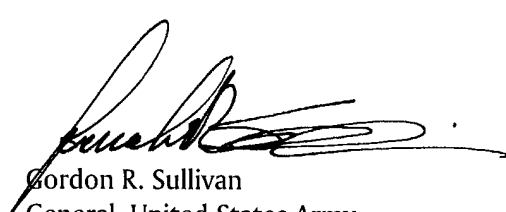
The Army's most recent challenges in Southwest Asia, Somalia, Rwanda, and Haiti reinforce the vital role that force protection plays in a force projection Army. Taking care of our soldiers and civilians at home and abroad is critical to ensuring that America's Army of the 21st century will meet the Nation's call.

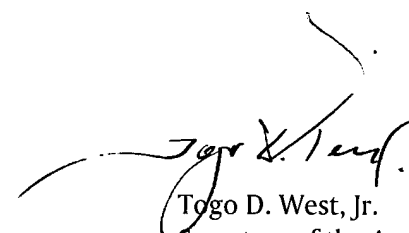
This brochure outlines our safety vision for America's Army and summarizes our efforts to protect the force and enhance our warfighting capability while complying with legal mandates. We are partners with the American people in the Nation's defense. We will assure that every leader possesses the skills needed for optimum management of risk. By protecting our forces in peacetime, we will not pay the readiness penalty of accidental personnel and equipment losses during wartime.

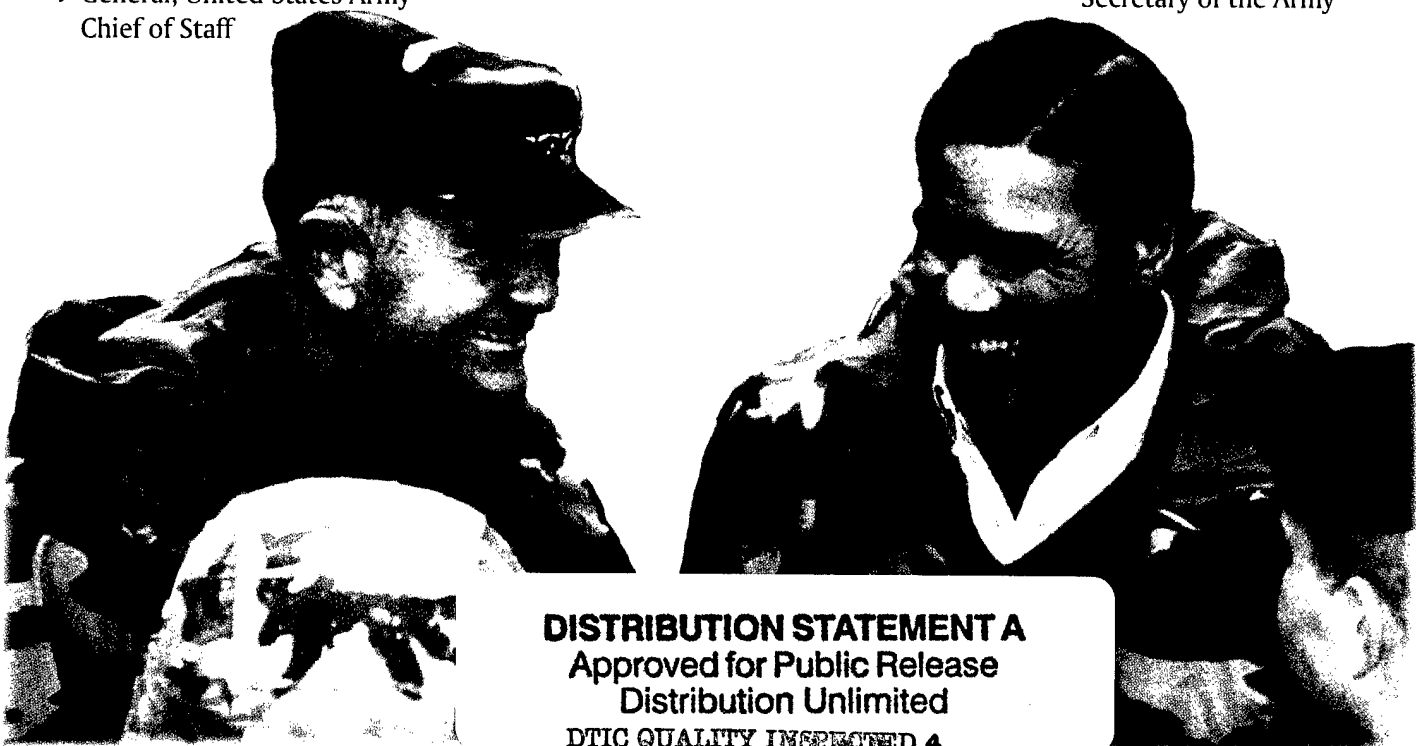
In the last 10 years, we have incorporated new equipment, new technologies, and new doctrine to keep pace with threats to the Nation. Just as these changes were necessary to keep pace with world events, the management of the risks associated with this transformation is critical to ensuring that America's Army meets the Nation's needs in the 21st century.

SafeForce21 is the Army's strategic plan that embodies an aggressive set of initiatives to lead the Army's force protection program into the next century. The foundation for these initiatives starts with the integration of safety risk management into the sustaining base, including both civilians and soldiers, and continues up through senior management planning and programming processes at headquarters level. The vision of SafeForce21 is to maximize the mission effectiveness of systems, organizations, and operations through accident prevention during both war and peace.

Today, we have a great Army, well on its way into the 21st century. Protecting the force is every leader's responsibility; we owe it to the sons and daughters of a grateful Nation. SafeForce21 is our commitment to fulfill that responsibility.

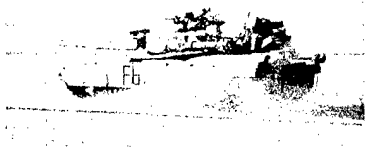

Gordon R. Sullivan
General, United States Army
Chief of Staff


Togo D. West, Jr.
Secretary of the Army



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Protecting the Force Through Safety Risk Management



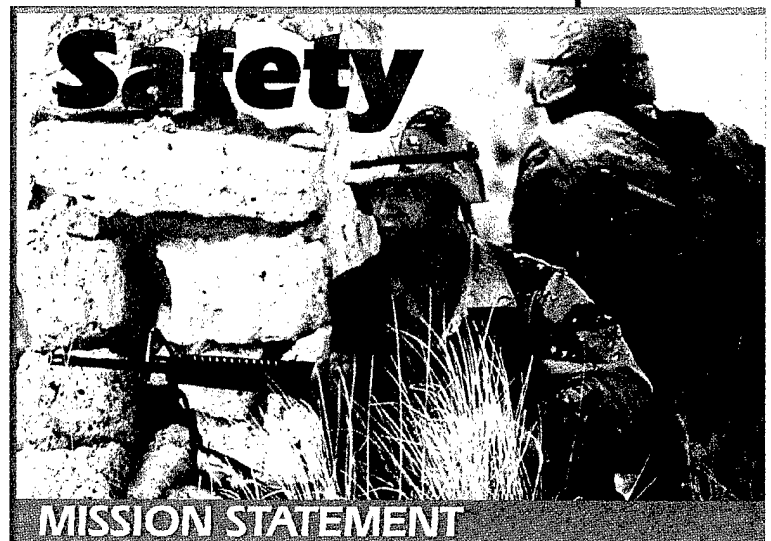
Introduction

Armey safety activities are organized to protect the force and enhance warfighting capabilities through a systematic and progressive process of hazard identification and risk management. These activities support commanders by early identification of safety problems that could degrade readiness or mission accomplishment. When safety problems are identified, actions to address them are initiated and implemented through command channels.

The Army Safety Program provides a source of technical support to assist commanders in achieving their goals. This support embodies policies, procedures, criteria, information, and personnel assets throughout the Army and its supporting agencies and contractors. With the support of a cohesive Army Safety Program, commanders can institute a risk-management program that will allow them to accomplish their mission while maintaining readiness and protecting the force. Except for requirements levied by public law or imposed by higher headquarters, it is up to commanders to decide what are acceptable levels of risk and actions to take to control those risks. This differs from traditional approaches wherein safety offices were perceived as tending to impose operational "restrictions."

The importance of protecting the force is not new. Commanders have always understood that the single most important factor in winning the battle is the warfighter—our soldiers. In the early days of World War II as our nation prepared for the biggest military challenge in its history, General George C. Marshall, Army Chief of Staff, said "The primary instrument of warfare is the fighting man. All of the weapons with which we arm him are merely tools to enable him to carry out his mission."

General Marshall's words underscore the importance of a "human performance" approach to force protection. When we examine accident statistics, it is immediately apparent that prevention of what we have previously called "human error" accidents is a key warfighting issue. As much as 80 percent of our accidents, both in peacetime and in combat, involve human error. These accidents produce more losses of troops and equipment than the declared enemy. Information and task overload is one example of a real human performance challenge in a highly digitized battlefield environment. We must ensure that we do not overload our soldiers—physically, mentally, or emotionally—and thereby impede mission accomplishment. We must provide the right mix of capabilities and supporting requirements in all of our systems so as to guarantee mission success.



through a **SYSTEMATIC &
PROGRESSIVE PROCESS** of
**HAZARD IDENTIFICATION
& RISK MANAGEMENT**

**PROTECT
the FORCE
ENHANCE
WARFIGHTING**

SafeForce21 strategic plan

The Chief of Staff, Army, through the Director of Army Safety, has initiated an aggressive set of initiatives to lead the Army's Force Protection Program into the next century. These initiatives are coordinated through a SafeForce21 strategic plan. The foundation of SafeForce21 is integration of safety risk management into each of the primary activities supporting the Army's mission. This integration begins with day-to-day processes at the sustaining base and includes both civilian workers and individual soldiers. Integration continues upward through senior management planning and programming processes at the highest levels.

Doctrine

Training

**Materiel
Acquisition**

Sustainment

Combat



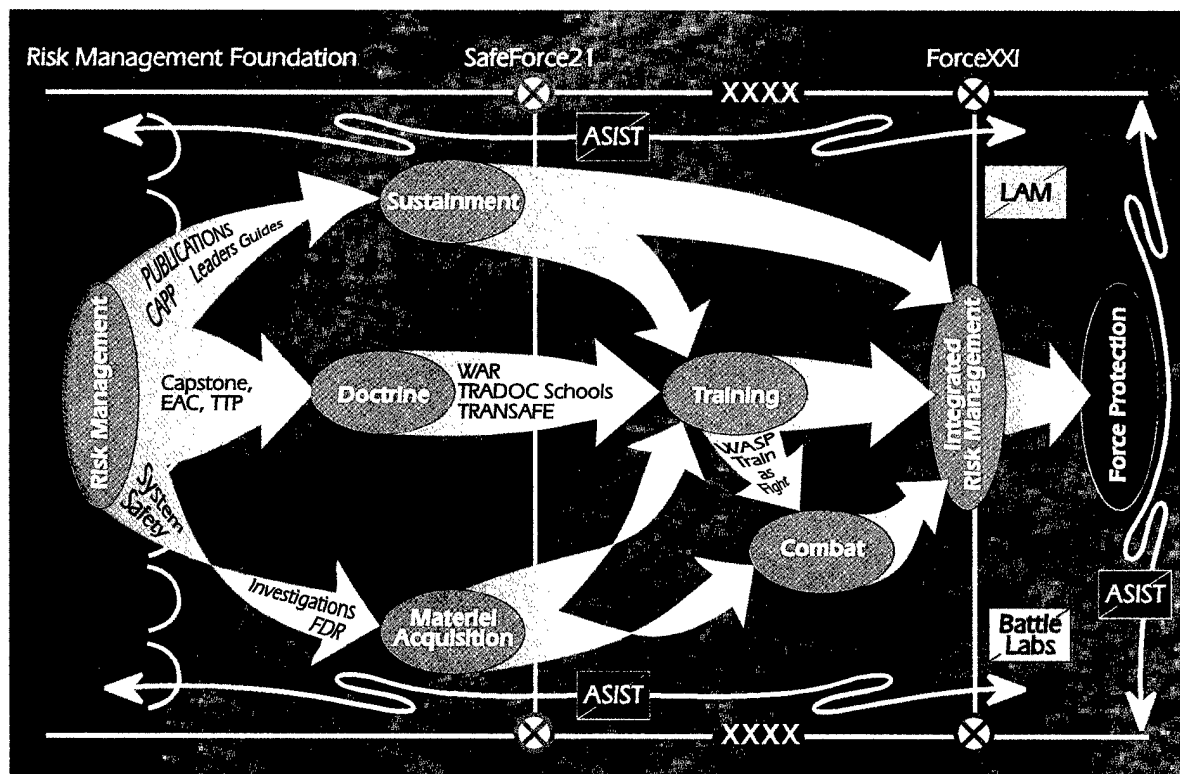
Integrated Process

**FORCE
Protection**
(Safety)

The central avenue of advance will be risk management integration into the Army processes for doctrine development, training development, and combat operations. To support these initiatives, risk management will be integrated into Army processes for materiel acquisition and sustainment.

Serving in both a reconnaissance and command and control function will be the Army Safety Information Services and Technology (ASIST). ASIST is the information management component of SafeForce21. It will expand and transform the Army's accident data base into a risk-management information system oriented on commanders' needs. ASIST will be easily accessible from existing and emerging unit- and installation-level information support systems.

the **Vision** OF **Force Protection** (SAFETY)



Army Safety Program Strategies

Support the Army mission

Since Army safety actions are organized to enhance warfighting capabilities, Army Safety Program goals do not exist separate from but are tied directly to Armywide mission goals. Since Army force protection objectives will be achieved by integrating risk management into all that the Army does, Army safety goals have been established by integrating risk management into Armywide mission goals.

This brochure presents a discussion of how the force will be protected by integrating risk management into each of the Army's six imperatives. We have identified Army objectives in each area, in general how we will go about achieving those objectives, and who will be involved in the process. Discussion of each safety goal explains how these actions contribute to force protection but does not prescribe detailed courses of action or identify what resources are required.



Support commanders in protecting the force

In Southwest Asia and in every modern war except Korea, the Army has lost more people and equipment because of accidents than due to enemy action. That tells us that commanders and leaders need a decision and information tool to enable them to successfully apply risk management principles in the conceptual phases of operation and mission planning. Thus applied, risk management has been shown to reduce the number and severity of accidents in both training and combat scenarios.

There is a critical need for an integrated safety information process that can provide Army leaders and safety personnel at all command levels access to accident, mishap, and worker's compensation historical data; risk-management and assessment training and application tools; safety lessons learned; and other Department of Defense (DOD) and civilian safety information data bases.

The current Army Safety Management Information System (ASMIS) is a mainframe-based data archival system containing the specific data elements found in reports of air and ground accidents. This accident data base system has become increasingly obsolete and inadequate to meet the needs of our customers—commanders. The Army Safety Information Services and Technology (ASIST) initiative of the Director of Army Safety is designed to correct these deficiencies. ASIST will evolve to an information system focused on supporting commanders' risk-management decision requirements.

ASIST will serve as the HQDA component of an integrated safety information process, providing risk-management data resources, both internal and external, to DOD. ASIST will create information vital to decision makers at all levels of command. Information systems from installation to DOD level will be interfaced, allowing information to be retrieved and shared both vertically and horizontally. Proven existing technologies with potential for future growth will make information easily accessible. The system will be user friendly and designed for customer requirements. ASIST will be designed as an open-system environment, allowing integration with the Sustaining Base Information Service (SBIS), Joint Computer-Aided Logistics System (J-CALS), Reserve Component Automation System (RCAS), MACOM Information System (MISM), Corporate Information Management (CIM), and other automation initiatives. ASIST has the potential of becoming the DOD CIM for risk-management decision information.

Within SBIS, the Installation Support Module (ISM) will provide standardized hazard identification and evaluation at installations Armywide. The standardized and highly integrated design will give leaders fast, efficient response to local, regional, and national risk information needs. This system will provide connectivity with strategic-level computer systems such as the Army Global Command and Control System (AGCCS) and the Global Command and Control System (GCCS).





Goal: Ensure the Army is a safe place for people to work and live

The people you're responsible for have to get to know you care about them. This has more to do with the success of an organization than anything else.

WHAT The sustaining base serves as the foundation to provide the lethal forces that win decisive battles. This base includes all Active Army elements, National Guard, Army Reserve Components, civilian employees, family members, and contractor and other support personnel. The Army standard is simple: Army work places and communities will be the world leader from which to project and sustain combat power while, at the same time, protecting the force through the highest degree of risk-management integration. The Army's mission requires it, and our people deserve no less.

A further challenge to commanders is ensuring that forces projecting from the sustaining base consider protection of the public as they proceed to an area of operations. Communities, businesses, transportation facilities, and the country(ies) must not become victims of "unwarranted risk acceptance."

HOW The future of force protection within the sustaining base involves change. The use of risk assessment and risk management will provide the commander with a systematic process for addressing this challenge through the day-to-day decision making at all Army installations. In addition to providing accident prevention support to accomplish the wartime mission, there are important force protection roles in such areas as chemical demilitarization, formerly used defense sites (FUDS), and base realignment and closure (BRAC). Partnering with other federal agencies (for example, Occupational Safety and Health Administration, Department of Transportation, Environmental Protection Agency, Nuclear Regulatory Commission) will be necessary to address evolving requirements in these areas. Through the use of an integrated safety information process, all commanders will be able to readily access these agencies.



*their well-being.
ing else.*

LTJG James H. Merryman



Accomplishments to date

**Fusion of transportation,
training, industrial,
munitions, and aviation
programs into integrated
installation effort.**

**Focus and development of
programs in the vehicle,
family, and consumer safety
arenas.**

**Variation of some safety
staffs with a major focus
toward a maneuver unit.**

WHO Commanders and leaders at all levels will ensure force protection is built into every operation to maintain a ready force capable of rapid force projection. Commanders in joint and combined service operations (including warfighting and support organizations) will ensure that Army force protection requirements are appropriately addressed in interfaces with allied agencies.



WHY In order to maintain and sustain an Army capable of striking fast and winning decisively, world-class force projection platforms must be as free from unnecessary risks as feasible. Force protection using the risk-management process will be paramount. We must constantly develop countermeasures in anticipation of all contingencies. Using outside agencies to glean state-of-the-art concepts and technology will be critical in the analysis phase of prevention.

We must not forget that projecting forces move through the existing public transportation infrastructure, both domestic and international. Loss or disruption of these infrastructures can be just as devastating as battlefield losses to mission accomplishment.

A safe place to work and live is the foundation of all quality-of-life efforts. Without it, all programs of construction, revitalization, and production base modernization are defeated.

The American public expects that their sons and daughters will be provided continued protection and support throughout the varied mission of the Army in the future.

Goal 2.

Integrate effective force protection processes into all Army training developments.



WHAT Americans demand that their Army be capable of delivering decisive victory with minimal casualties. Helping units protect combat power through accident prevention will enable them to win quickly and decisively with minimal losses. Integrating force protection (safety) into every task, condition, and standard during tough, realistic, battle-focused training is value added to the warfight. Commanders must also train to prepare their personnel and equipment to safely “project” to the area of operations.

How Risk management is the primary tool for ensuring that force protection is maximized within training and combat operations. Using a systematic and progressive process of hazard identification and risk management, we can protect the force, enhance our warfighting capabilities and win decisive victories with minimal losses. Ongoing means of accomplishing this goal involve getting risk management integrated into our warfighting doctrine and training by institutionalizing risk-management training in the school houses, providing risk-management feedback during combat training center (CTC) rotations and other major training exercises, and integrating risk management into exercise simulations and other aspects of the training management cycle.

Through memorandums of agreement with other military services, other Federal agencies, and private organizations, we will discover new technologies and develop initiatives to enhance our mission. The risk-management process will be integrated into all agencies, thus producing a uniform direction of thinking.



*To lead an untrained people
in war is to throw them away.
Confucius*

Accomplishments to date

TRADOC is making progress in integrating risk-management training into professional military education.

Partnership between TRADOC, the U.S. Army Safety Center (USASC), Combat Training Centers, and the U.S. Army Medical Command (MEDCOM) to develop tools for understanding and applying risk management to everyday situations.

MACOMs (for example, TRADOC, Forces Command (FORSCOM), U.S. Army Special Operations Command (USASOC)) use risk management during planning and execution of training and operations.

WHO As the Army proponents for training development, HQDA Deputy Chief of Staff for Operations (DCSOPS) and Training and Doctrine Command (TRADOC) will be the primary driving force, along with input from other training and operational commands.

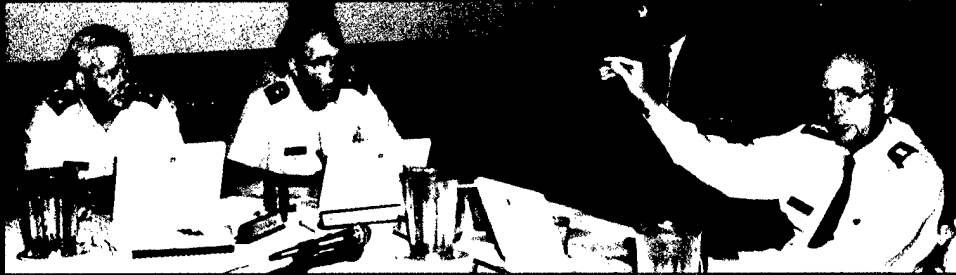
WHY Accidents exact a far greater toll on Army operations than most realize. Historically, more casualties occur in combat operations due to accidents than from enemy action. The losses that result from preventable accidents reduce our warfighting capability.

Safe yet realistic training is critical to successful support and combat operations. When force protection is fully integrated into battle-focused training and embraced by every soldier, scarce resources (human and materiel) can be preserved to significantly improve our warfighting capability.



Goal 3.

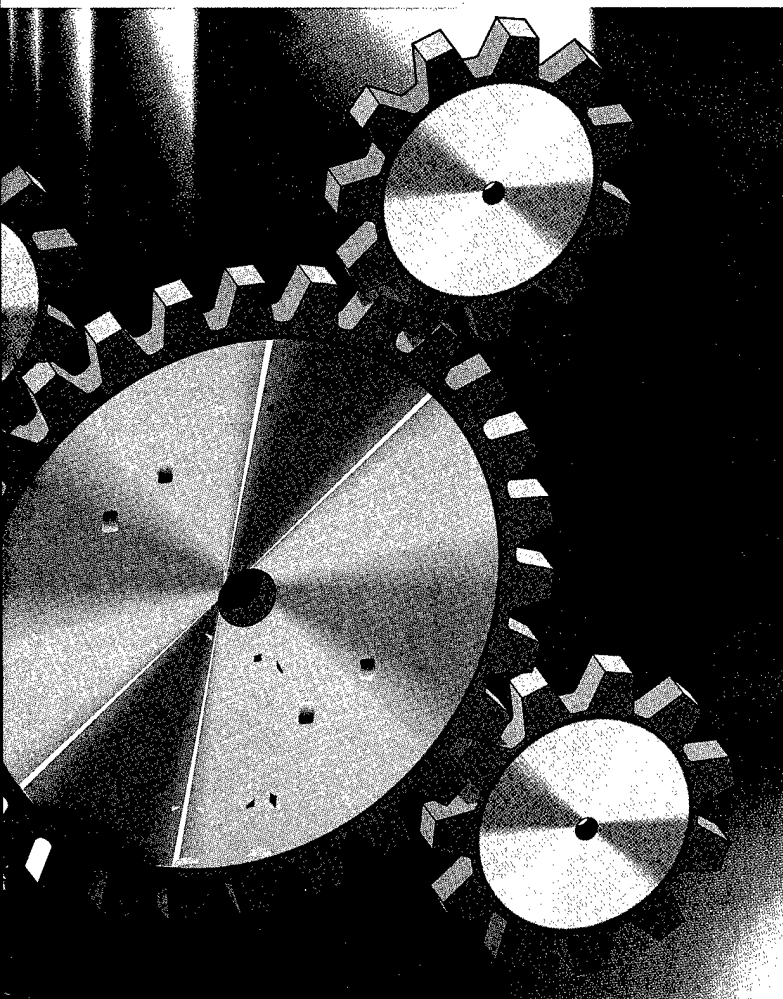
Ensure force protection is integrated into all levels of doctrine.



Safety is part of all combat operations and operations other than combat... Safety in training, operations, and operations is a continuous process. Combat operations are a continuous process. Operations are a continuous process. Operations are a continuous process.

WHAT Provide for force protection by incorporating risk management into all Army and joint doctrine used in planning and executing sustaining base and contingency operations. Integrate force protection into the thought processes leaders (both civilian and military) use in planning as it applies to current doctrinal thought.

HOW Risk-management training is incorporated into every leadership course for NCOs and officers. At each higher level of leadership, more complex thought continues to analyze contingencies and to incorporate controls into the plan. As doctrinal publications are revised to reflect Army thinking in a new strategic and tactical era, principles and methods of protecting the force need to be incorporated. The new doctrine will thus become assimilated into leaders' thought processes. Full integration of risk-management principles into Army doctrine is required for accident prevention to be something other than an after-thought consideration.



Accomplishments to date

**Force protection incorporated
into Army's capstone manual,
FM 100-5: Operations.**

**Force protection incorporated
into FM 101-5: Staff
Organizations and Operations
and FM 100-19: Domestic
Support Operations.**

**Force protection incorporated
into Joint Publication 3-0:
Doctrine for Joint Operations.**

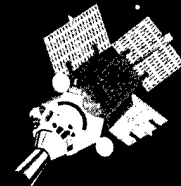
WHO A coordinated effort between the Director of Army Safety (DASAF) and TRADOC, together with close coordination with other training and operational commands, is essential to ensure an integration of force protection at all levels of the doctrinal base. An exportable program of instruction is essential to reinforce school-taught concepts within the operational forces.

WHY Force protection can be fully achieved only when risk analysis becomes an automatic consideration in planning and executing all Army activities. Since doctrine provides the current framework of thought and expectations of our forces, any changes to how leaders apply risk management come from permeating risk management at all levels of Army and joint operations doctrine.

Risk management plays an important role in nontactical management and planning. This process must be instilled in the civilian work force, from the worker to the supervisor. Using the risk-management process in daily operations lessens the probability of violation of federal laws and possible fines. The resource dollars that would have been lost to fines and personnel on worker compensation rolls are retained by commanders to equip and maintain a ready force.

Goal 4.

Develop force protection strategies for equipment modernization and acquisition.



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WHAT The ultimate goal of integrating force protection into systems acquisition is to ensure that the only threat to our soldiers comes from the enemy, not from their equipment.

Specific objectives are to:

- Integrate system safety into the materiel acquisition process so that informed decisions can be made at appropriate command levels. Weigh cost of eliminating safety hazards against cost of accepting risk in the operational mission.
- Develop an information process to support commanders with their risk-management decisions.
- Fully exploit human-engineering principles to ensure that we are not requiring or allowing soldiers to operate outside the limits of human performance.

How Through the application of tailored system safety programs that improve the acquisition process. Specifically:

- Systematically translate issues into identified hazards and track these hazards throughout the life cycle of the system. Levels of effort can be tailored to the needs of weapon system managers. Such tailoring will allow safety concerns to be addressed with regard to system complexity and operational use. The key to successful programs is early identification of hazards, hazard elimination through design prior to production (within resource constraints), and communication of controlled or mitigated hazards to equipment users.
- Optimize safety within the constraints of operational effectiveness, time, and cost for systems under development or modification. Early identification of hazards can influence system design at a point in system development where the investment for updating pays great dividends in protecting the force.



*Most precious commodity
which the Army deals is the
great soldier who is the heart
of our combat forces.*

General J. Lawton Collins

Accomplishments to date

Methods for deriving levels of safety risks associated with system hazards are in place. Risk decision authority is also in place for systems under development and systems already fielded.

The safety decision process for issues associated with systems acquisitions culminates with the AAE. Requirements have been established for system safety risk assessments and the coordination of these assessments through the chain of command. Also in place are processes for independent safety assessments to be provided for each Army Systems Acquisition Review Council (ASARC) decision review. The Army Safety Action Team facilitates decisions on high risks for fielded systems.

- Provide commanders information about hazards in the systems already fielded. Commanders can then make decisions regarding risks, mission objectives, or mission alternatives.
- Develop a feedback loop for users on issues regarding system hazards or lessons learned. These issues need not have caused an accident; rather, the soldier's voice is needed to influence system developments so that what has been learned will be captured, and yesterday's mistakes will not be repeated.

WHO As the Army proponent for materiel acquisition, the office of the Assistant Secretary of the Army for Research, Development and Acquisition will be the lead agency. The Army Materiel Command (AMC) and TRADOC will be key players from the perspective of materiel developer and combat developer. Support will come from other materiel acquisition and combat development commands and the Director of Army Safety.

WHY To support the required capability of America's Army to deploy rapidly, fight, sustain, and win quickly—with minimum casualties from accidents as well as from the enemy.

The acquisition process builds the risk-management package that establishes the interfaces with all the other aspects of Army operations. Recent events, however, indicate that we do not have all processes in place to ensure risk assessments are provided to the Army Acquisition Executive (AAE) or other decision maker for all decisions, particularly those not associated with a traditional, established process.

Goal 5.

Structure and protect the force sustain and support any mission, including contingency operations and other-than-war operations.

A pint of sweat will save a gallon of blood.

General George S. Patton Jr.

WHAT As America's Army transitions to a force projection, high tech, fully integrated component of the U.S. Armed Forces, the techniques, procedures, and staffing used to assure force protection must adapt to keep pace with these changes. New roles for the Army, such as peacekeeping and domestic support operations, require commanders to be concerned not only with protection of the force but protection of a civilian population as well. These missions are placing new demands on and creating new roles for safety staffs.

Our Army will never fight alone on the battlefield. We will not only fight in coordination with our sister services, we must be capable of fighting as part of a

combined, multi-national or interagency force. Commanders will require force protection (safety) support that is prepared to serve as a member of a joint, combined, United Nations, or interagency staff. These requirements significantly increase the requirements for education and training of these staffs.

Mobilization is the process the Army uses to provide the supported combatant commander with the basic components required for mission accomplishment. Mobilization is designed to rapidly expand and enhance the Army's capability to support a military response to a crisis or natural disaster. In the event of a crisis requiring the mobilization of forces, the force protection staff must stand ready to assist commanders in applying risk-management techniques within mobilization plans. The risks associated with rapidly deploying and simultaneously expanding forces must be addressed for the entire spectrum of contingencies.



Accomplishments to date

A Wartime Army Safety Program (WASP) was developed to support the safety component of protection dynamics of combat power in FM 100-5 and Joint Publication 3-0.

HQDA approved a USASC Mobilization Table of Distribution and Allowances (MOBTDA). Included in the WASP were requirements to staff additional wartime safety positions.

WASP training courses have been integrated into the Army Training Requirements and Resource System.

Mission, functions, and focus statements were developed for safety staffs assigned to all theater armies, theater Army area commands, corps, corps support commands, and divisions.

Basic and advanced combat safety training courses are in place and being taught.

A wartime safety annex was developed and included in the Army Mobilization and Operations Planning and Execution System.

How Warfighting contingency commanders will have assigned or augmented with force protection technical support staff and expertise to enhance the Army's force protection efforts. These U.S. Army Reserve (USAR) Individual Mobilization Augmentees (IMAs) are safety trained, assigned to deployable units, and will provide expertise to the commander during contingency operations. These staffs may also augment civilian safety professionals in safety offices that are designated to deploy with their respective units, brigades, or corps.

Civilian safety staffs may be assigned to assist in domestic support operations. Safety staffs are also involved in both CONUS and OCONUS tactical operations. For example, civilian safety personnel in U.S. Army Europe (USAREUR) will continue to be designated as emergency essential and assigned to units for all operations. When the units deploy, they are included in the unit movement plan.

Who HQDA elements (DCSOPS, U.S. Army Force Integration Support Agency (USAFISA), Office Chief of Army Reserves (OCAR), and DASAF), U.S. Army Reserve Personnel Center, FORSCOM, and TRADOC.

Why The power projection nature of America's Army will require significantly greater degrees of flexibility and robustness in accident prevention methods and structures to ensure force protection under these challenging organizational demands.

Goal 6.

Provide and integrate force protection into all aspects of leader development.

A wise man has great power, and a man of knowledge increases strength; for waging war you need guidance, and for victory many advisers.

Proverbs 24:5,6



WHAT Army leaders at all levels will practice the application of force-protection concepts and risk-management techniques to assure optimum balance between accident risk and operational needs. These same skills will enhance general decision-making, foster initiative, and contribute to more effective overall Army leadership. All personnel in leadership positions will be trained and ready to lead in using the risk-management process. Safety professionals from all military services will receive standardized training to ensure continuity of effort during contingency joint operations.

HOW Application of force-protection concepts will be the result of comprehensive and integrated training in TRADOC and other military schools' leader-development courses. Developing force-protection skills in leaders at all levels will enable the Army to preserve the resources needed to fight and win decisively.

The Army will become the model for training and education in the Department of Defense. Developing comprehensive training programs through cooperation and interface with all military services and the U.S. Coast Guard will reduce duplication of effort and ensure continuity of training across the operational spectrum. Understanding new regulatory requirements and developing prevention countermeasures will require education and program development from branch service schools and installation/branch safety offices. Accident reduction programs such as the current Civilian Resource Conservation Program (CRCP), Transportation Safety (TranSafe), Civilian Accident Prevention Program (CAPP), and Hazardous Material Management (HAZMAT) will be updated to provide long-term benefits.



Accomplishments to date

**Core risk management
provided in all TRADOC
leader training.**

**Development of new leader
risk-management tools and
job aids.**

WHO TRADOC and other MACOM leader-development training (institutional, developmental assignment, and self development) will be supplemented by the USASC exportable safety and risk-management training provided by commanders to meet the specialized needs of their command. The USASC stands ready to support and assist in developing a comprehensive safety-professional training curriculum for all of the uniformed services. Operational commands may review training packages to ensure they reflect the command's operational focus and utility to their command.

WHY Integration of risk assessment and management techniques into leader development will further force protection, foster personal initiative, and improve decision making, thus enhancing mission execution.



Summary

As America's Army becomes smaller, force protection will have an increasingly vital role and impact on the commander's mission in peace and war. Force protection (safety) prevents loss of people and equipment, reduces costs, limits liability, improves efficiency, promotes good morale and unit esprit, and is personally satisfying as well as a legal necessity. Risk can be assessed and managed to protect the force, enhance training, and increase operational proficiency.

We must recognize the role of human performance in force protection. Soldiers do not have an unlimited ability to assimilate information or unlimited capabilities to react to that information. Recognizing that human performance is a materiel issue, we must rethink our fundamental decision processes. Technology solutions must help us find materiel ways to ensure that we do not overload soldiers but that we provide the right mix of capabilities and supporting requirements in all of our systems so that our soldiers are able to focus on fighting the enemy—not the materiel system. Finding these solutions will require a joint effort and effective teamwork between government and industry.

Ensure the
only threat
is from
the enemy





“Safety is the most fundamental way we take care of people. SafeForce21 is our roadmap.”

***I**ntegration of risk management into all that we do in the Army will lead to force protection during peacetime operations and optimum resource conservation during combat.*

As we move into the 21st century, Army safety will become a dynamic, fluid, and flexible program. Its foundation—risk management—will be incorporated into the total spectrum of protecting the force, starting with the industrial base, enveloping combat and contingency operations, and permeating the installation base. The pillars on which the Army Safety Program is founded will serve as the basis for complying with federal laws, preventing accidents, educating the total work force through aggressive training programs, and strategic planning for the continuously changing world and environment.

Leaders are the critical element in the Army’s strategy of safety integration. We will ensure that every leader, military and civilian, will receive the force protection and risk management skills they need to optimize mission performance.

*Today’s environment dictates unprecedented cooperation among all elements of the Army force protection structure. Using the **SafeForce21** vision, we will review old ways of doing business and devise new ways by partnering with MACOMs, installations, Headquarters, Department of the Army agencies, and agencies both internal and external to DOD. The next step will be to develop a safety program strategic action plan that will provide a roadmap to achieve the vision of **SafeForce21**.*

*Together, we must take the **SafeForce21** vision and make the transition to implementation. This plan will improve our understanding of current shortcomings and reveal opportunities to improve Armywide force protection efforts. The plan will also assist in focusing Army leadership on the systemic changes with the highest payoff.*

I am proud to contribute to preservation of the total force, including the Family Team, at our installations. Control of self-imposed losses is critical to launching and sustaining a winning force.

Thomas W. Garrett
Brigadier General, United States Army
Director of Army Safety



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